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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions first issued a general report on peacekeeping operations in 1994 in response to a perceived need by the Committee to find a way of dealing with cross-cutting issues that related to more than one mission. Since 1994, the issuance of a general report has become an annual practice, although the intention of the Committee at the time was to issue such a report only when there were pressing cross-cutting issues that needed to be addressed. In preparing its general reports, the Advisory Committee has drawn on its consideration of the proposals available to it for individual peacekeeping operations[1] to identify important cross-cutting issues (see, however, paras. 6-8 below).

2. In conjunction with its consideration of the reports of the Secretary-General on the financial performance of peacekeeping operations for the period 2006/07 and proposed budgets for the period 2008/09, the Advisory Committee had before it the overview report of the Secretary-General on budget performance for the period 2005/06 and budgets for 2007/08 (A/61/786) and an advance version of the overview of budget performance for the period 2006/07 and budgets for 2008/09 (A/62/727). The Committee does not report separately on the overview report, but it comments on relevant issues in the present report.

3. The Advisory Committee also had before it an advance version of the report of the Board of Auditors on United Nations peacekeeping operations (A/62/5 (Vol. II), chap. II) and an advance version of the report of the Secretary-General on the

[1] It also drew, as appropriate, on its field visits. Since the issuance of its previous general report on peacekeeping operations, the Advisory Committee has visited the United Nations Stabilization Mission in Haiti, the United Nations Logistics Base at Brindisi, Italy, the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force.

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implementation of the Board's recommendations (A/62/784). The Committee's observations regarding the Board's report are reflected in a separate report (A/62/823). It also took the Board's report into account in its review of the Secretary-General's budget proposals.

4. In addition, the Advisory Committee considered advance versions of reports of the Secretary-General regarding a number of specific topics, including peacekeeping best practices (A/62/593 and Corr.1), conduct and discipline (A/62/758) and training in peacekeeping (A/62/676). Its conclusions and recommendations with regard to those reports are reflected in section X below. The Committee's conclusions and recommendations with respect to the Secretary-General's report on the Strategic Military Cell (A/62/744) are contained in its report on the financing of UNIFIL (A/62/781/Add.5) and those with respect to the Secretary-General's reports on the Office of Military Affairs (A/62/752) and on the preliminary report (A/62/741) on the implementation of General Assembly resolution 61/279 will be reflected in its report to be issued on the support account for peacekeeping operations. Reports on contingent-owned equipment, National Professional Officers and death and disability compensation were received too late to be considered during the Committee's winter session and will be taken up at its next session. The Committee also had before it the report of the Office of Internal Oversight Services on its activities for the period from 1 January to 31 December 2007 (A/62/281 (Part II)).

5. In its resolution 61/276 on cross-cutting issues, the General Assembly requested the Secretary-General to report on a number of subjects, including:

(a) Pending reports requested in resolution 60/266 (sect. I, para. 7);

(b) Best practices (sect. V, para. 2);

(c) Consultants (sect. VI);

(d) National Professional Officers (sect. VII, para. 2);

(e) Use of 300-series and 100-series appointments (sect. VIII, para. 3);

(f) Compensation for death and disability (sect. X, para. 9);

(g) Rapid deployment of military resources (sect. XI, para. 4);

(h) Cooperation with other United Nations entities in air operations (sect. XIII, para. 5);

(i) Global management of spare parts (sect. XIV, paras. 1 and 5);

(j) Fuel management (sect. XV, para. 2);

(k) Conduct and discipline (sect. XVI, paras. 5 and 6);

(l) Regional coordination plans (sect. XX, para. 2);

(m) Role vis-à-vis integrated mission partners and improved coordination and collaboration with United Nations country teams (sect. XXI, para. 2).

The Secretary-General addresses a number of those issues in his overview report (A/62/727) and in the reports referred to above.

II. Documentation

6. The late submission of peacekeeping documentation was once again a serious problem during the winter session of the Advisory Committee. Most of the reports had to be considered in an advance, in unedited and untranslated form. Two weeks prior to the closure of the session, a number of reports had not yet been received (see annex II). As a result, the Committee was unable to consider some budget proposals during its winter session, with obvious negative consequences for the work of the General Assembly. That situation has inevitably had an impact on the scope and coverage of the present report, since the Committee was unable to review a number of large and complex missions.

7. **The Advisory Committee notes that there have been a number of initiatives to improve the quality and timeliness of submissions from the field. However, the continuing failure of the Secretariat to deliver the necessary documentation as well as to respond to questions in time has seriously constrained the Committee's ability to conduct full and in-depth reviews of those reports and to ensure their timely transmission to the General Assembly. In this connection, the Committee recalls that in its previous general report (A/61/852, paras. 12-13) it made specific recommendations concerning deadlines for the submission of peacekeeping documentation and assigning accountability for meeting the schedule. The Committee recommends that the Assembly request the Secretary-General to review the performance of the Secretariat units concerned, identify problems and bottlenecks, take appropriate remedial steps and report thereon to the Assembly (see also paras. 13-15 below). Given the persistent nature of this problem, the Assembly may also wish to consider whether to review its own schedule for considering peacekeeping reports.**

8. The Advisory Committee recalls that, in its resolution 49/233 A, the General Assembly, aware of the substantial workload for itself, the Advisory Committee and the Secretariat resulting from the procedures then in place for reviewing peacekeeping budgets, decided to change the new financial period for peacekeeping operations. In that spirit, the Advisory Committee's winter session was intended exclusively for the consideration of peacekeeping budgets and related questions. The Committee notes in this connection that, if documentation had been submitted in a timely manner, it would have considered revisions to the 2007/08 budgets of 4 peacekeeping operations, 16 budget performance reports for 2006/07, 19 budgets for 2008/09, including those of the United Nations Logistics Base at Brindisi, Italy (UNLB) and the peacekeeping support account, and 11 cross-cutting peacekeeping-related reports, as well as the report of the Board of Auditors and the report of the Secretary-General on the implementation of the Board's recommendations. **The Committee recognizes that, exceptionally, other time-sensitive non-peacekeeping subjects will occasionally require attention during its winter session, but observes that now the exception has become the norm. At a time when peacekeeping activities are at a record level and there is difficulty in assuring an adequate review of budgets, which total over $7 billion, this tendency creates a real problem, which the Assembly may wish to take into account when considering its programme of work.**

III. Budget presentation and results-based budgeting

9. The Advisory Committee welcomes the inclusion in the budget proposals, in response to the request of the General Assembly in its resolution 61/276, of new sections on efficiency gains and planning assumptions. The Committee suggests, however, that the section on planning assumptions be included closer to the beginning of future budget reports, since it provides a useful overview. The Committee recommends that the section be precise and specific and include a summary of changes compared with the previous budget.

10. The Advisory Committee notes the inclusion in some budgets of information on the activities of other United Nations entities in the integrated missions. The Committee considers that information on the activities of such entities is relevant and that it facilitates better understanding of the integration of the efforts of various partners in the field. The Committee recommends that information on cost-sharing arrangements for seconded posts be included in future budget proposals for integrated missions.

11. The Advisory Committee recognizes the ongoing efforts to improve the budget formulation process in accordance with the results-based-budgeting logical frameworks. The Committee regrets, however, that the quality of the budget presentations of the missions, UNLB and the support account for peacekeeping operations remains uneven. The Committee is of the view that in the continuing effort to improve the budget presentation, the formulation of expected accomplishments and indicators of achievement and the citation of outputs should demonstrate consistency. For example, in some cases a number of expected accomplishments are too broad and go beyond what can realistically be accomplished by the missions themselves. In this context, the Committee draws attention to the issues raised in paragraphs 75 to 87 of the report of the Board of Auditors.

12. The Advisory Committee recalls that in its previous general report, it pointed out that requested resources are often not linked to outputs or expected accomplishments and that it is therefore not possible to align financial resources directly with the results-based presentation. It also observed that an improved capacity to collect cost information would facilitate the linkage (A/61/852, para. 17). In this connection, the Committee notes that in the overview report, the Secretary-General recalled the recommendation that the implementation of cost-accounting principles across the Secretariat be considered further in the context of the implementation of a new enterprise resource planning system (A/62/727, paras. 23-25). The Committee notes that the General Assembly will be considering the report of the Secretary-General on the accountability framework, the enterprise risk management and internal control framework, and the results-based management framework (A/62/701 and Corr.1). **Pending further action in this regard, the Committee is of the opinion that the Secretariat should continue to improve the results-based budgeting presentation, including by linking the frameworks more closely to resources requested.**

IV. Financial management and budgetary issues

13. The Advisory Committee recalls that in its previous general report, it expressed concern about the efficiency of the current budget preparation process. It recommended that the General Assembly request the Secretary-General to identify resources in the field and at Headquarters devoted to the budget process and the responsibilities and accountability of each actor in the process. It also recommended that the Assembly request the Secretary-General to streamline and expedite the process and to identify more expeditious means of addressing off-cycle budgetary changes and benchmarks to measure the quality and efficiency of the process, while ensuring fiscal prudence and budgetary discipline (A/61/852, para. 23). In its resolution 61/276, the Assembly took note of those observations.

14. In the overview report, the Secretary-General provides information on posts devoted to the budget process in the field (103 posts) and at Headquarters (36 posts in the Department of Field Support and 48 posts in the Department of Management), together with a brief description of the relative roles and responsibilities of the units concerned (A/62/727, table 5). It does not, however, provide information on accountability. **In the view of the Advisory Committee, the functions of these Secretariat units and field missions should specifically include ensuring budget discipline and improving coordination. Despite the allocation of significant resources, the system is not working well and the information provided does not resolve the Committee's concerns. The fact remains that there are two substantial units in different departments at Headquarters deeply engaged in preparing the same product. The Committee recalls the relevant observations of the Office of Internal Oversight Services (OIOS) in its report on the comprehensive management audit of peacekeeping operations (A/60/717), in which it recommended that the Department of Management and the Department of Peacekeeping Operations take immediate steps to reorganize the budget process and consolidate budget functions. The Committee recommends that the General Assembly request the Secretary-General to present options in this respect to the Assembly at its resumed sixty-third session.**

15. The Advisory Committee notes that the Department of Field Support has launched and plans to expand the "Abacus" initiative, which involves the dispatch of budget teams from Headquarters to assist missions with on-site support in budget preparation (see A/62/727, para. 18). The Committee notes the positive feedback received from several missions that have hosted Abacus teams. **The Committee does not object to the Abacus initiative, but notes that it is not a long-term solution or a substitute for well-trained staff in the missions.** In this respect, it notes that the Department of Field Support has instituted a programme for an advanced compendium of trainees to staff mission budget offices and to address their high vacancy rate (35 per cent). In order to develop well-trained staff, the Department of Field Support has begun in 2008 an on-the-job training programme for recent recruits, who spend three months at Headquarters and three months at a mission. **The Committee recommends that the General Assembly request the Secretary-General to assess the effectiveness of this initiative and to apprise the Assembly accordingly.**

16. The Advisory Committee notes that the overall budget implementation rate for peacekeeping was 95.5 per cent. The Committee observes that some missions with high budget implementation rates have high offsetting overexpenditures and

underexpenditures. The Committee also notes a tendency for there to be overexpenditures for civilian activities offset by underexpenditures for the military and police. Upon enquiry, the Committee was informed that the missions have discretion to redeploy resources from underspent items to overspent items during the budget year, with authorization from the Controller, across the military, police and civilian categories. **The Committee recommends that future performance reports include a fuller explanation of the redeployment of resources between major expenditure categories. The Committee considers that budget implementation should be judged in the context of efficiency in the use of resources and the achievement of objectives set out in the results-based budgeting framework rather than by a high budget implementation rate. In this context, the Committee emphasizes that a distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in or the non-implementation of programmed activities. The Committee requests that the necessary information be provided to the General Assembly.**

17. The Advisory Committee notes a decrease for 2006/07 in the cancellation of prior-period obligations (A/62/5 (Vol. II), chap. II, para. 37). **While it welcomes the decrease, the Committee concurs with the Board of Auditors that the continuing high level of cancellations may be indicative of an overstatement of expenditures in previous years. The Committee notes that this may lead to an overassessment of Member States. The Committee recommends that efforts be made to further reduce unliquidated obligations.**

18. **The Advisory Committee recommends that every effort be made to establish realistic vacancy rates when costing contingents, posts and positions so as to the avoid overassessment of Member States. At the same time, it questions the rationale for the use of very high vacancy factors on a continuing basis since, if the level of authorized personnel is justified, every effort should be made to reduce vacancies. Future budgets should include an explanation of vacancy factors of over 25 per cent for continuing posts and positions and a time frame for reducing vacancies.**

19. The Advisory Committee notes with concern the high level of unpaid assessed contributions for peacekeeping operations and the repeated need to cross-borrow for some existing missions (i.e., the United Nations Mission for the Referendum in Western Sahara and the United Nations Interim Administration Mission in Kosovo). The Committee has considered and is reporting separately on the reports of the Secretary-General on closed peacekeeping missions and the proposed consolidation of peacekeeping accounts.

20. The Advisory Committee notes that missions benefit from significant in-kind contributions from host Governments and others. **In order to get a better overall picture of the resources devoted to peacekeeping, the Committee requests that in future the Secretary-General provide comprehensive information on in-kind contributions, together with an explanation of their valuation. In addition, the Committee requests that the Board of Auditors review this matter in the context of its next report on peacekeeping operations (see also A/62/823, para. 9).**

21. The Advisory Committee notes a number of instances in which posts are redeployed to entirely different functions. **The Committee considers that this**

practice lacks transparency and recommends that the Secretary-General instead propose the creation of new posts for new functions, accompanied by full justification for the posts, and the corresponding abolition of posts that are no longer required.

V. Management issues

22. Upon enquiry, the Advisory Committee was provided with a copy of draft guidelines for the integrated mission planning process. The Committee notes that the Secretariat has agreed with the recommendation of the Board of Auditors to take steps to ensure that the guidelines are finalized and made fully operational as soon as possible (see A/62/5 (Vol. II), chap. II, paras. 320-326). The Committee notes that some missions have a provision for a strategic planning cell, while others do not. It also notes that the guidelines propose that each integrated mission have an integrated mission planning team. **The Committee cautions against the application of a template approach and requests that resource requirements be based on the specific mandates of each mission. It requests that further information be provided in this context on the approach to be taken during the drawdown phase of missions and planning for the transfer of functions to other international organizations and/or members of the United Nations country teams.**

23. **Given that the assignment of OIOS resident auditors to peacekeeping missions takes into account the financial and management risks as well as the size and complexity of each mission, the Advisory Committee emphasizes the importance of adequate and continuous oversight in field missions. The Committee stresses the need for OIOS to respond expeditiously to new developments that alter the risk profile of missions. In this context, the Committee notes with concern the high vacancy rate for OIOS Resident Auditor posts and agrees with the recommendation of the Board of Auditors that OIOS expedite the filling of all such posts (see A/62/5 (Vol. II), chap. II, paras. 343-347 and A/62/823, para. 25). The Committee recommends that the General Assembly request the Secretary-General to conduct an analysis of the causes and effects of the very high rate of turnover of resident auditors, identify measures to mitigate the problem and report thereon to the Assembly at its resumed sixty-third session.**

24. The Advisory Committee notes that the overview report of the Secretary-General does not address the Committee's concerns about the absence of evidence of concrete action to ensure the efficiency and effectiveness of management and administrative processes; does not respond to the Committee's request, endorsed by the General Assembly, to develop a specific strategy and plan for work process improvements, including timelines and the delineation of responsibilities (A/61/852, para. 21); and does not demonstrate that management and administrative processes are efficient when increased resources for administrative and support functions are sought, also as recommended by the Committee and endorsed by the Assembly.

25. The Advisory Committee is nonetheless aware that some relevant work is under way, partly in the context of the planning for a new enterprise resource planning system. Furthermore, two positions in the Office of the Under-Secretary-General for Management seem to be dedicated to those issues (see A/62/783,

para. 333). **Given the scale of resources devoted to administrative and support processes, the Committee recommends that the General Assembly request the Secretary-General to designate a senior official to lead a systematic effort to address this issue and formulate the requested strategy and plan and to report to the Assembly in the next overview report on measures taken and results achieved.**

26. The Advisory Committee notes that the Department of Peacekeeping Operations issued a policy directive for all missions to establish joint operations centres and joint mission analysis cells. The Committee notes that, while certain missions have already established joint operations centres and joint mission analysis cells, others, including some downsizing missions, are belatedly either proposing to establish such mechanisms or seeking to enhance existing ones by requesting additional posts. The Committee also notes that joint operations centres focus on day-to-day issues, while the joint mission analysis cells deal with longer-term assessments. **The Committee recommends that the Secretary-General consider, in the context of each mission, whether the discharge of those important functions requires separate structures.**

27. The Advisory Committee notes information in the overview report on improvements in information and communications technology. The Committee will consider reports of the Secretary-General on an information and communications technology strategy and enterprise systems for the Secretariat.

28. The Advisory Committee notes the relationship between the United Nations Truce Supervision Organization (UNTSO), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Disengagement Observer Force (UNDOF), which has a unique dimension as those missions fall under both the regular and peacekeeping budgets. It also notes that parts of the capacity of UNTSO come under the umbrellas of UNIFIL (Observer Group Lebanon) and UNDOF (Observer Group Golan). **In these circumstances, the Committee believes that the Secretary-General should review the administrative arrangements for UNTSO and reflect that review in his proposed programme budget for the biennium 2010-2011.**

29. The Advisory Committee's observations regarding peacekeeping best practices are reflected in section X below. As regards the integrated operational teams, the Committee's observations will be reflected in its report on the support account for peacekeeping operations.

VI. Military and police

30. The Advisory Committee recalls that in its previous general report, it had recommended acceptance of the Secretary-General's proposal to pay mission subsistence allowance to staff officers in lieu of reimbursement to troop-contributing countries at the standard rates of reimbursement (A/61/852, para. 35) and that, in its resolution 61/276, the General Assembly had endorsed the recommendation and decided that support arrangements for staff officers should be revised accordingly. The Committee notes that a number of missions have reflected in their respective budgets the necessary budgetary requirements for this change. The Committee also notes from the overview report that the Secretariat is currently collecting and analysing information on the practices of missions for payment of

within-mission travel of all personnel and that, on that basis, the established policy will be reviewed and revised as necessary (see A/62/727, para. 70). The Committee further notes that the results of this review will be reported to the Assembly at its sixty-third session.

31. The Advisory Committee notes the increasing use of maritime and other waterborne forces among military contingents, most notably in UNIFIL, but also in the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) (riverine units) and proposed for the United Nations Stabilization Mission in Haiti. **The Committee recommends that experience gained in this context be used to promote greater efficiency in case of future deployments.**

32. The Advisory Committee notes the increasing deployment of police officers and formed police units to United Nations missions. Upon enquiry, the Committee was informed that the Police Adviser had assumed his appointment in September 2007 and that he would undertake a strategic review of the functions and structure of the Police Division to determine how best to meet its current mandates and responsibilities.

33. The Advisory Committee notes the information provided in the overview report on the rapid deployment of military resources (ibid., paras. 66-69) and trusts that the Secretary-General will keep the General Assembly informed of developments in that regard.

VII. Civilian personnel

34. The Advisory Committee notes with concern the continuing high vacancy rates in many missions. As it indicated in its previous general report, high vacancy rates have an impact on the effectiveness of the missions concerned and place an additional workload burden on the staff on board (A/61/852, para. 36). Many missions face difficulties in timely recruitment as well as a high turnover rate. The Committee also notes the positive impact of the temporary deployment of experienced officers ("tiger teams") in dealing with this problem. **The Committee observes, however, that the deployment of tiger teams is costly and is not a long-term solution. In addition, as indicated in its previous general report (ibid., para. 39), the Committee favours enhanced delegation of authority to mission officials with regard to recruitment, and recommends that it be accompanied by appropriate steps to ensure accountability. With respect to facilitating civilian staffing in peace operations, the Committee underscores the importance of the streamlining of contractual arrangements and the harmonization of conditions of service now under consideration in the General Assembly. The Committee recommends that the Secretariat track turnover rates in peacekeeping missions so as to facilitate analysis of the factors affecting the placement and retention of staff in missions.**

35. **The Advisory Committee recalls and reaffirms the recommendation in its previous general report that the Secretariat enhance the recruitment at all levels of candidates with the appropriate language skills (A/61/852, paras. 41 and 42). In this regard, it re-emphasizes the need to improve the situation in peacekeeping operations deployed in French-speaking countries.**

36. The Advisory Committee recalls that, in section VIII of its resolution 59/296, the General Assembly expressed concern at the practice of hiring individual contractors or individuals on procurement contracts for functions of a continuing nature and requested the Secretary-General to revert to the Assembly for its consideration of the creation of a post if the function was so warranted. The Committee also notes the policy to phase out this practice and the related proposals in mission budgets for posts or other provisions (A/62/727, para. 119-123). **The Committee welcomes this change and requests that information continue to be provided in the overview report on progress in that respect.**

37. The Advisory Committee notes that applicable labour laws in some areas of operation affect the status of employees of local contractors. **The Committee recommends that the legal, financial and administrative aspects of this matter be reviewed by the International Civil Service Commission and the results reported to the General Assembly. In the meantime, the Committee expects that the Secretariat will take steps to safeguard the position of the Organization.**

38. With regard to temporary duty assignments from one mission to another, the Advisory Committee recalls that in its previous general report, it observed that it could be more effective to allow the Secretary-General to second a staff member for up to one year, thereby allowing the sending mission to fill the resulting vacancy without disrupting the receiving mission (A/61/852, para. 40). The Committee notes that, if approved, proposals for human resources reforms currently before the General Assembly could reduce the need for such secondments.

39. The Advisory Committee notes information provided in the overview report on the human resources concept and action plans. **The Committee finds the concept vague and requests that further information be provided in the context of the forthcoming reports of the Secretary-General on human resources management to be submitted to the General Assembly at its sixty-third session.**

VIII. Operational costs

Air operations

40. Air operations represent a very significant activity. In 2006/07, air transportation expenditures amounted to $566 million. For 2008/09, a United Nations fleet of approximately 300 aircraft is envisaged. **The Advisory Committee encourages the Secretariat to pursue initiatives to achieve economies in air transportation where feasible. In this connection, the Committee stresses that any measures implemented should not undermine the safety and operational requirements or rotation and troop deployment cycles.**

41. The Advisory Committee notes that the services of two wide-bodied aircraft (at the United Nations Mission in Liberia (UNMIL) and at Entebbe, Uganda) have been secured. **The Committee recommends that the General Assembly request the Secretary-General to report, in the next overview report, on efficiencies gained and on how the related costs are attributed to users.**

42. The Advisory Committee notes that a comprehensive review of transport requirements in large missions had not been concluded by the end of 2007 as had been envisaged. An interim report had identified measures to improve fleet utilization and management. **The Committee urges the expeditious submission of**

that report. Details of significant interim measures should be provided directly to the General Assembly.

43. The overview report provides information on the analysis undertaken by a consulting firm, pursuant to requests of the General Assembly in its resolutions 60/266 and 61/276, of the impact of the new costing structure relating to air operations contracts (A/62/727, para. 48). According to the Secretary-General, the consultancy could not identify any benefits that could be derived from the change of the costing structure. Furthermore, the consultancy concluded that there is a need to change the basis on which air services are secured by moving away from an invitation to bid strategy to a performance-oriented request-for-proposals approach. Upon enquiry, the Advisory Committee was informed of a view in the Secretariat that the aforementioned air transportation consultancy had not fully met its terms of reference.

44. **The Advisory Committee observes that the Secretary-General does not address the points raised in this context and considers that these important issues need to be elaborated upon. The Committee recommends that the General Assembly request the Secretary-General to report to it at its resumed sixty-third session on measures to improve the cost-effective acquisition, contracting and management of air services, taking into account the findings of the consultant and the audit of air operations by the Office of Internal Oversight Services that is now under way.**

45. **The Advisory Committee notes that when United Nations aviation standards have been finalized, it should be easier to share air assets and welcomes efforts to enhance cooperation with the World Food Programme in the area of air operations.**

46. **The Advisory Committee notes the statements in the overview report (ibid., para. 47) and the UNLB budget proposal (A/62/769) concerning the functions of the Strategic Air Operations Centre at Brindisi and requests that concrete information be provided in future on efficiencies that it has made possible.**

Fuel management

47. The Advisory Committee recalls that in its horizontal audit of fuel management in peacekeeping operations (A/61/760), OIOS identified a number of weaknesses in internal controls, including a lack of mechanisms to monitor fuel consumption. As noted by the Board of Auditors, fuel represents a very large annual expenditure in the peacekeeping missions and, as a lucrative commodity, the scope for fuel being misappropriated is considerable (see A/62/5 (Vol. II), chap. II, para. 168). The Committee is aware of these vulnerabilities, given that there are 80 fuel contracts with a cumulative value of over $1.5 billion to 2010. The Committee notes that the Secretariat has introduced the mission electronic fuel accounting system as a monitoring tool and that it has been implemented at five missions (the United Nations Operation in Burundi (ONUB), MONUC, UNIFIL, the United Nations Mission in the Sudan and UNMIL). It also notes that the fuel accounting system is to be replaced by an improved electronic fuel management system beginning in 2009. The Committee further notes that a comprehensive fuel operations manual has been prepared by a consulting team and is expected to be implemented during the 2007/08 period. **The Committee notes those measures**

and encourages the Secretariat to expedite their full implementation and to report further on progress achieved (see also A/62/823, para. 17).

48. The Advisory Committee notes that a complementary review of the current business model for fuel management is planned with a view to improving business practices and systems in this area. **The Committee recommends that the Secretary-General be requested to report, in the context of the next overview report, on progress achieved and improvements made in that regard.**

Rations

49. **The Advisory Committee emphasizes the importance of ensuring adequate good-quality rations for military contingents and avoiding spoilage.** The Committee notes action taken in this regard, including the signing of 11 multi-year rations contracts with an approximate value of $870 million and efforts to ensure the safety and quality of rations through better warehousing (see A/62/5 (Vol. II), chap. II, paras. 226-247 and A/62/823, para. 19).

Travel

50. **The Advisory Committee encourages the Secretariat to keep the level of travel expenses under close review because of concerns about cost and the disruption of the day-to-day work of staff owing to prolonged absences from duty stations. In this connection, travel for training should be limited as much as possible, with emphasis placed on training of trainers, e-learning and other options where possible (see also para. 83 below).**

Quick-impact projects

51. The Advisory Committee recalls that in his overview report in 2007, the Secretary-General included a summary of the policy on quick-impact projects that will define related budgetary requests from 2008 onward (A/61/786, paras. 18-23). The Committee also recalls that in its resolution 61/276, the General Assembly recognized that funding for quick-impact projects for a third year and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted.

52. During its hearings, the Advisory Committee was informed by several missions that quick-impact projects were indeed a valuable tool for building support and acceptance among the local population. **The Committee agrees that quick-impact projects can be a valuable and low-cost tool for strengthening links between the mission and the local population. If they are to be effective, quick-impact projects should be implemented with the maximum involvement of the local population.**

53. The Advisory Committee notes that some contingents provide funding for similar projects through the Civilian-Military Cooperation Unit. **The Committee expects that activities financed through quick-impact projects and Civilian-Military Cooperation Units be coordinated and recommends that future budget presentations provide, to the extent possible, information on such projects. The Committee welcomes the initiative of some contingents to provide support through Civilian-Military Cooperation Units and considers that quick-impact projects, as well as projects funded through the Cooperation Units, should, in**

supporting the local population, contribute to promoting the acceptance of the mission and enhancing the image of the United Nations (see also A/62/823, para. 23).

Procurement

54. The Advisory Committee notes that a report is to be submitted by the Secretary-General on the governance of procurement activities. **The Committee encourages the Secretariat to continue to explore all options for realizing savings under procurement and for increasing local procurement, as well as the possibilities for procurement of goods and services from developing countries and countries with economies in transition. The Committee considers that efforts should also continue to be made to ensure the timely procurement of needed goods and services through better planning and the timely certification of procurement officers.**

IX. Other issues

55. The Advisory Committee recalls that in a number of missions there were problems with excessive stocks of spare parts or operational problems due to delays in the delivery of spares. The Committee notes that measures have been taken to improve the management of vehicle spare parts (A/62/727, paras. 55 and 56). Upon enquiry, it was informed that the Secretariat was exploring additional measures, including arranging with manufacturers to hold stocks and to dispatch spare parts directly to missions to minimize delays. **The Committee notes these initiatives and suggests that the Secretariat consider whether UNLB could play a role in improving the management of vehicle spare parts.**

56. The Advisory Committee notes the savings achieved at UNDOF through the preventive maintenance of generators, thus extending their usable life, and at UNMIL, through the preventive maintenance of communications and information technology equipment. **The Committee notes these initiatives and considers that their possible application to other missions should be explored.**

57. The Advisory Committee takes note of initiatives to share the capacities of missions in the same region. An example is UNIFIL serving as the regional hub for the Conduct and Discipline Team and the Regional Oversight Office, with coverage also being provided for UNDOF, UNTSO, the United Nations Special Coordinator for Lebanon and the United Nations Peacekeeping Force in Cyprus, with conduct and discipline support also being provided for UNLB. **The Committee notes these initiatives and requests that the next overview report provide information on such arrangements and on the experience gained in their implementation.**

58. The Advisory Committee notes that the Secretariat anticipates the formal introduction of an environmental policy and guidelines manual during 2008/09. It was informed that the Secretariat was exploring the possibility of a "green" pilot project in Juba, Sudan, and was in contact with potential donors for funding. **The Committee notes this initiative, which could reduce costs and the Organization's environmental footprint, and requests that, if it takes place, the Secretary-General report thereon in his next overview report.**

59. The Advisory Committee notes the information provided in the overview report on collaboration with partners, including regional organizations (ibid., paras. 89 and 90). **The Committee also notes the diverse group of organizations cited in the report and requests the Secretariat to provide further information on the mandate and framework of such cooperation in the next overview report.**

60. The Advisory Committee observes that peacekeeping is generating a large number of acronyms, which can lead to confusion. A case in point is the acronym SMART, which variously stands for specific, measurable, attainable, realistic and time-bound, in the context of results-based budgeting, or the senior mission administrative and resource training programme (see para. 81 below). Another is UNSAS, which can mean United Nations system accounting standards or United Nations standby arrangements system. **The Committee recommends that an effort be made to promote the use of consistent and distinct terminology.**

X. Other reports on cross-cutting issues

Peacekeeping best practices

61. Pursuant to General Assembly resolution 61/276, the report of the Secretary-General on peacekeeping best practices (A/62/593 and Corr.1) provides an overview of the policy on capturing and disseminating best practices in peacekeeping, including how information on best practices is being used in mission planning, as well as improvements in effectiveness achieved as a result.

62. The report provides a description of the evolution of the current thinking on best practices. The Advisory Committee notes the principles outlined in paragraphs 5 to 7 of the report, namely:

(a) To be "learned", lessons must be validated and endorsed by the Organization in the form of standardized guidance materials, and these need to be disseminated and their implementation monitored;

(b) Lessons learning is a continuous activity best carried out in the field with guidance and support from Headquarters;

(c) Learning lessons may be a natural process, but sharing and implementing lessons across different missions is not. Accordingly, systematic efforts must be made to document and share lessons.

63. A new system for the management of best practices was launched in 2005 following an assessment of the best practices and policy development systems used in some 20 other organizations. The new system moved the Department of Peacekeeping Operations away from a static, ex post facto model for learning lessons towards a comprehensive approach to performance improvement that links the identification and sharing of best practices to the development of policies, guidelines and procedures that reflect those lessons (ibid., para. 8).

64. In 2007, as part of the restructuring exercise, the Peacekeeping Best Practices Section, the Integrated Training Service and a new evaluation capacity were regrouped into a single division: the Policy, Evaluation and Training Division. The new Division supports both the Department of Peacekeeping Operations and the Department of Field Support. The Advisory Committee was informed that the Best

Practices Section comprised 6 posts at Headquarters and 11 in the field (10 posts and 1 position funded under general temporary assistance).

65. The report of the Secretary-General provides detailed information on the development of processes to link lessons learned to guidance and doctrine, as well as on enabling technologies such as the peace operations Intranet and the communities of practice, which are facilitated e-mail networks that connect specialists with their counterparts in other missions. The Secretary-General also addresses the impact to date of the best practices system, providing information on outputs, the results of a survey of field personnel, illustrative examples of improvements in efficiency and effectiveness and contributions of best practices to mission planning.

66. **The Advisory Committee notes the work carried out by best practices sections. While the Committee recognizes the importance of sharing lessons, it cautions against assigning a disproportionate importance to the process of developing best practices at the expense of the actual tasks to which a practice relates. The Committee is concerned that personnel with important substantive tasks may spend precious time complying with reporting requirements. The Committee points out that lessons may be learned in many ways, and some of them may be quite informal, as evidenced by the apparent success of communities of practice. Moreover, care should be taken to ensure that the codification of best practices does not stifle creativity in problem-solving by prescribing standard procedures that may not be appropriate in all environments.**

67. One example of the informal capture of best practices is provided in a management initiative by UNMIL to develop key performance indicators that graphically depict performance in critical areas. The Advisory Committee was informed that the key performance indicators had been shared with other missions and the Communications and Information Technology Service of the Department of Field Support, where a tool is being built for the monthly report. The Committee notes that this practice at UNMIL is an example of mainstreaming best practices in a mission that does not have dedicated resources to that end. **The Committee stresses that the sharing of lessons learned is the responsibility of all United Nations personnel. While the placement of dedicated best practices officers in the individual missions may have some advantages, efforts must be made to mainstream best practices processes throughout the system through systematic sensitization, including training.**

68. Upon request, the Advisory Committee was provided with a list of policy initiatives completed by the Peacekeeping Best Practices Section since late December 2007 (see annex III).

Conduct and discipline

69. The report of the Secretary-General on conduct and discipline (A/62/758) was submitted in response to a request of the General Assembly in its resolution 61/276 for a comprehensive report on the matter, including full justification of all posts, with staffing levels, functions and their impact on conduct and discipline. The report reviews the nature of the functions assigned to the Conduct and Discipline Unit and Teams, the extent to which they have assisted in the implementation of the comprehensive strategy adopted by the Special Committee on Peacekeeping

Operations (see A/59/19/Rev.1) and the elements of the strategy that are currently under implementation. It also identifies a set of recurrent routine operational functions resulting from the comprehensive strategy, and covers the five special political missions with a conduct and discipline presence.[2]

70. In its resolution 61/276, the General Assembly approved a combination of positions funded under general temporary assistance and posts to staff the conduct and discipline capacities at both Headquarters and in the field. In subsequent resolutions, the Assembly reconfirmed this basis for staffing new conduct and discipline capacities in the field (see resolutions 62/232 and 62/233). As indicated in paragraph 82 of the report of the Secretary-General, the action sought by the Assembly is approval of the principle of converting all conduct and discipline positions to posts for the 2008/09 period. The Secretary-General reasons that the functions performed by the units are ongoing and fully integrated into the mandate and operations of the Department of Peacekeeping Operations/Department of Field Support and are not to be considered temporary in nature (A/62/758, para. 75). In recognition of the ongoing nature of the function and the sense that the term "team" denotes something temporary, the Secretary-General also proposes that the nomenclature "Conduct and Discipline Unit" (rather than "Conduct and Discipline Team" in the field) be used for both Headquarters and the missions.

71. Upon enquiry, the Advisory Committee learned that, despite the specific references to staffing requirements in paragraphs 55, 75 and 76 of the report, the Secretary-General is not seeking approval for new staffing. Rather, specific staffing requests are made in the proposed budgets for the support account and the individual missions. Furthermore, the Committee was informed that, in order not to prejudge the decision of the General Assembly on the matter of conversion, general temporary assistance resources have been requested in the context of the proposed budgets for the support account and the individual missions. Should the Assembly approve the principle of conversion of all positions, as proposed in paragraph 82 of the report, then all existing positions, as well as all the new positions approved by the Assembly for the period 2008/09, would be converted from general temporary assistance to posts. As indicated in paragraph 76 of the report, the conversion would have no financial implications.

72. **In the view of the Advisory Committee, the goal of conduct and discipline activities should be the creation of a new culture in which misconduct is eliminated.** Efforts in this regard appear already to have borne some fruit. The Committee notes from annex I to the report, for example, that incidences of sexual exploitation and abuse were significantly lower in 2007, with 127 cases reported, than in 2006, when 357 cases were reported. This improvement may be attributed to a variety of factors, including media coverage and the activities of the Office of Internal Oversight Services, non-governmental organizations and other actors. Whatever the cause, it points to the possibility that the Organization could be faced with a need for fewer conduct and discipline personnel in the future.

73. **The Advisory Committee notes that two major issues that may have an impact on conduct and discipline activities, namely those relating to the strengthening of investigations and the internal system for the administration**

[2] The United Nations Integrated Office in Burundi, the United Nations Assistance Mission in Afghanistan, the United Nations Assistance Mission for Iraq, the United Nations Mission in Nepal and the United Nations Integrated Office in Sierra Leone.

of justice, are awaiting a decision by the General Assembly. Furthermore, revisions to the model memorandum of understanding between the United Nations and the troop-contributing countries were finalized in July 2007 (ibid., para. 17). As a result, a fundamental set of United Nations standards of conduct have been incorporated in the model memorandum of understanding, along with an undertaking on the part of Governments of the troop-contributing countries concerned to bring the full force of their relevant legal systems to bear upon enforcement of the standards. The Committee points out that this development could mean that some aspects of the work of the conduct and discipline teams would be shifted to the Governments of those countries or other entities.

74. **Moreover, the Secretary-General notes that while progress has been made in the development of the regulatory framework for conduct and discipline activities, some guidelines and standard operating procedures remain to be developed in order to address new policies that have recently been adopted and changes in the modalities of implementation of some existing processes (ibid., para. 49).**

75. **All of the above considerations point to the conclusion that the conduct and discipline function in peacekeeping is still evolving. The Advisory Committee is therefore of the view that it is prudent to retain some temporary staff as part of the Conduct and Discipline Unit/Teams at this time. Accordingly, the Committee recommends against approval of the Secretary-General's proposals to convert all conduct and discipline positions funded under general temporary assistance to posts, as well as the proposed change in nomenclature for the Conduct and Discipline Teams in the field. The Committee will consider the specific staffing requests in the context of the proposed budgets of the support account and the missions.**

76. The Advisory Committee also believes that it is important to acknowledge that some of the measures to be taken in the field to reduce conduct and discipline problems may constrain contact between mission personnel and the host community. **Efforts should be made to mitigate the adverse effects this may have on staff morale. In this connection, the Committee also recommends that consideration be given to using National Professional Officers in the Conduct and Discipline Teams, with a view to building awareness and fostering positive relations between peacekeepers and local communities.**

77. As indicated in the report, the General Assembly, by its resolution 62/214, adopted the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (ibid., paras. 45-47). The role of the Conduct and Discipline Teams in the implementation of the strategy has yet to be defined. Upon enquiry, the Advisory Committee was informed that the assistance provided by the Conduct and Discipline Teams to victims of abuse was limited to referral of their cases to their partners in the field. **The Committee requests that follow-up information on this issue be provided in the next overview report of the Secretary-General on peacekeeping operations.**

78. The Advisory Committee notes that the Conduct and Discipline Unit at Headquarters, in conjunction with the Communications and Information Technology Section, finalized the development of a comprehensive misconduct tracking system

for misconduct allegations in September 2007 (see A/62/727, para. 75). **In this connection, the Committee expects that measures will be taken to ensure confidentiality and security with regard to the storage of information. Attention should also be given to measures to address the problem of frivolous allegations, efforts to coordinate and avoid duplication with other entities, such as the Office of the Ombudsman, and in clarifying the role of the Conduct and Discipline Teams with respect to other United Nations actors in the integrated missions.**

Training in peacekeeping

79. In a note to the General Assembly (A/62/676), the Secretary-General explained that, for a number of reasons, he was unable to submit a report on training in peacekeeping for the second part of the resumed sixty-second session of the Assembly, as requested by the Assembly in its resolution 60/266.

80. The Secretary-General notes that the division of the Department of Peacekeeping Operations into two Departments in 2007 was the catalyst for a full review of the priorities and focus of activities of the Integrated Training Service and that a training strategy for the Service had been formulated and widely discussed, but had not yet been approved. The Secretary-General indicated that further work was needed to finalize and implement the new strategy, as well as to conduct and validate the findings of a comprehensive training needs analysis. It is expected that the complete report on training in peacekeeping will be submitted for consideration by the General Assembly at its resumed sixty-third session.

81. Upon request, the Advisory Committee was provided with a list of activities of the Integrated Training Service in 2007/08 (see annex IV) and a table of proposed training requirements for the period 2008/09 (see annex V). The Committee notes, in particular, the initiatives undertaken to develop and deliver training for senior mission personnel, including the senior mission administrative and resource training programme (A/62/727, paras. 98-103).

82. The Advisory Committee was informed by the Secretariat that the Integrated Training Service sees its role as that of a small centralized service that focuses on setting training standards and ensuring that they are met, developing training policies, providing oversight for peacekeeping training activities and providing guidance to specialist trainers, as well as developing training in certain cross-cutting areas. **In view of the capacity of the Service (33 staff) in relation to the magnitude of the need (some 200,000 peacekeepers), the Committee considers this to be a practical approach.** The Committee recalls that in its first report on the proposed programme budget for the biennium 2008-2009, it recommended that the Board of Auditors be requested to follow up on its audit of human resources management, with a view to examining the modalities and effectiveness of training activities of the Organization (A/62/7, para. VIII.53). **The Committee recommends that the follow-up by the Board include peacekeeping training activities.**

83. **The Advisory Committee regrets that the Secretary-General has not been able to submit the requested report within the time frame specified by the General Assembly. The Committee recommends that the Secretary-General complete the report as soon as possible and submit it to the Assembly not later than at the main part of the sixty-third session. The report should include, inter alia, clear criteria for the holding of training courses at Headquarters, at**

UNLB or at the missions, with a focus on reducing the costs of travel for training, guidelines regarding the use of in-house expertise versus consultants to carry out training, information on the languages used for training and a concept for the allocation of training resources among civilian, military and police personnel. The Committee also expects that the report will provide information concerning expected benefits to be derived through training, including efficiency gains, in the context of section II, paragraph 4, of General Assembly resolution 61/276.

Annex I

Reports on United Nations peacekeeping operations before the Advisory Committee on Administrative and Budgetary Questions in 2008 and related reports of the Committee

Report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2007 (A/62/5 (Vol. II), chap. II)

Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2007 (A/62/784)

Report of the Advisory Committee (A/62/823)

Reports of the Secretary-General on the financial performance of peacekeeping operations for the period from 1 July 2006 to 30 June 2007, on proposed budgets for the period from 1 July 2008 to 30 June 2009 and/or on the disposition of assets that were received by the Advisory Committee in advance or final form by 25 April 2008 and the related reports of the Committee, issued as addenda to the present report, in that order:

United Nations Disengagement Observer Force (UNDOF) (A/62/562, A/62/719 and Corr.1; report of the Advisory Committee to follow)

United Nations Integration Mission in Timor-Leste (UNMIT) (A/62/645, A/62/753, A/62/796; report of the Advisory Committee to follow)

United Nations Mission for the Referendum in Western Sahara (MINURSO) (A/62/611, A/62/679, A/62/817, A/62/781/Add.3)

United Nations Peacekeeping Force in Cyprus (UNFICYP) (A/62/649, A/62/718 and Corr.1, A/62/779; report of the Advisory Committee to follow)

United Nations Mission in Sierra Leone (UNAMSIL) (A/62/756, A/62/781/Add.4)

United Nations Operation in Burundi (ONUB) (A/62/668, A/62/781/Add.2)

United Nations Mission in Liberia (UNMIL) (A/62/648, A/62/764; report of the Advisory Committee to follow)

United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) (A/62/737, A/62/755; report of the Advisory Committee to follow)

United Nations Operation in Côte d'Ivoire (UNOCI) (A/62/642, A/62/750; report of the Advisory Committee to follow)

United Nations Mission in Ethiopia and Eritrea (UNMEE) (A/62/560 and Corr.1; report of the Advisory Committee to follow)

United Nations Stabilization Mission in Haiti (MINUSTAH) (A/62/631, A/62/720; report of the Advisory Committee to follow)

United Nations Interim Force in Lebanon (UNIFIL) (A/62/632, A/62/751, A/62/781/Add.5)

United Nations Mission in the Sudan (UNMIS) (A/62/749, A/62/785; report of the Advisory Committee to follow)

United Nations Logistics Base at Brindisi, Italy (UNLB) (A/62/669, A/62/769; report of the Advisory Committee to follow)

United Nations Observer Mission in Georgia (UNOMIG) (A/62/633, A/62/680, A/62/781/Add.1)

United Nations Interim Administration Mission in Kosovo (UNMIK) (A/62/610, A/62/687, A/62/801; report of the Advisory Committee to follow)

United Nations Mission in the Central African Republic and Chad (MINURCAT) (A/62/804; report of the Advisory Committee to follow)

African Union-United Nations Hybrid Operation in Darfur (UNAMID) (A/62/791; report of the Advisory Committee to follow)

Support account for peacekeeping operations (A/62/766 and Add.1, A/62/783; report of the Advisory Committee to follow).

Reports of the Secretary-General concerning peacekeeping and the related reports of the Advisory Committee:

Reformed procedures for determining reimbursement to Member States for contingent-owned equipment (A/62/774; report of the Advisory Committee to follow)

Peacekeeping best practices (A/62/593 and Corr.1, sect. X of the present report)

Comprehensive report on the consolidation of peacekeeping accounts (A/62/726, A/62/818)

Status of implementation of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/62/741; report of the Advisory Committee to follow)

Comprehensive review of the Strategic Military Cell (A/62/744, A/62/781/Add.5)

Comprehensive analysis of the Office of Military Affairs in the Department of Peacekeeping Operations (A/62/752; the report of the Advisory Committee on the support account to follow)

Updated financial position of closed peacekeeping missions as at 30 June 2007 (A/62/757, A/62/816)

Comprehensive report on conduct and discipline (A/62/758, sect. X of the present report; report of the Advisory Committee to follow)

Comprehensive report on training in peacekeeping (A/62/676, sect. X of the present report; report of the Advisory Committee to follow)

Overview of the financing of the United Nations peacekeeping operations (A/62/727 and the present report)

National Professional Officers (A/62/762; report of the Advisory Committee to follow)

Status of cases for death and disability for formed police units, military contingents, civilian police officers and military observers processed and currently in process and comprehensive review of the administrative and payment arrangements for such cases (A/62/805; report of the Advisory Committee to follow).

Annex II

Date of receipt by the Advisory Committee on Administrative and Budgetary Questions of reports on peacekeeping operations

Financial reports and audited financial statements, and reports of the Board of Auditors

Report	*Symbol*	*Advance version received*
Report of the Board of Auditors	A/62/5 (Vol. II), chap. II	6 March
Report of the Secretary-General	A/62/784	14 April

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Report	*Symbol*	*Advance version received*
Peacekeeping best practices	A/62/593 and Corr.1	18 December
Consolidation of peacekeeping accounts	A/62/726	11 March
Status of implementation of General Assembly resolution 61/279	A/62/741	14 March
Comprehensive review of the Strategic Military Cell	A/62/744	17 March
Comprehensive analysis of the Office of Military Affairs in the Department of Peacekeeping Operations	A/62/752	18 March
Updated financial position of closed peacekeeping missions as at 30 June 2007	A/62/757	20 March
Comprehensive report on conduct and discipline	A/62/758	24 March
Comprehensive report on training in peacekeeping	A/62/676	11 February
National Professional Officers	A/62/762	15 April
Contingent-owned equipment	A/62/774	18 April
Death and disability	A/62/805	18 April

Performance reports and proposed budgets of peacekeeping operations

Peacekeeping operation	*Package of documents received*[a]
Overview of the financing of the United Nations peacekeeping operations	7 March
United Nations Operation in Burundi	6 February
United Nations Observer Mission in Georgia	8 February
United Nations Mission for the Referendum in Western Sahara	8 February
Financing arrangements for MINURSO	25 April
United Nations Stabilization Mission in Haiti	12 March
United Nations Disengagement Observer Force	18 March
United Nations Peacekeeping Force in Cyprus	12 March
Financing arrangements for UNFICYP	1 April
United Nations Operation in Côte d'Ivoire	18 March
United Nations Integrated Mission in Timor-Leste	19 March
Financing arrangements for UNMIT	9 April
United Nations Mission in Sierra Leone	20 March
United Nations Interim Force in Lebanon	20 March
United Nations Organization Mission in the Democratic Republic of the Congo	20 March
United Nations Logistics Base at Brindisi, Italy	28 March
United Nations Mission in Liberia	28 March
Support account for peacekeeping operations	10 April
United Nations Mission in the Sudan	17 April
African Union-United Nations Hybrid Operation in Darfur	17 April

[a] Including, as applicable, final or advance version of the performance report for 2006/07, budget for 2008/09, any other reports and supplementary information.

Peacekeeping operation	*Package of documents received*[a]
United Nations Interim Administration Mission in Kosovo	22 April
Financing arrangements for UNMIK	16 April
Revised financing arrangements for UNMIK	30 April
United Nations Mission in Ethiopia and Eritrea	Incomplete as at 28 April
United Nations Mission in the Central African Republic and Chad	22 April

Annex III

Policy initiatives completed by the Peacekeeping Best Practices Section since December 2007

Guidelines on joint operational initiatives with the World Bank

Guidelines on enhancing the role of women in post-conflict electoral processes

Policy directive on the role and functions of HIV/AIDS units in United Nations peacekeeping operations

Policy directive on records management

United Nations peacekeeping operations: principles and guidelines ("capstone doctrine")

Policy directive on authority, command and control in United Nations peacekeeping operations

Guidelines for police officers on assignment with United Nations peacekeeping operations

Mission start-up field guide

Policy directive on aviation operational risk management

Policy directive on civil affairs

Annex IV

Activities of the Integrated Training Service in 2007/08

Activity	*Place*	*Start*	*Language*
Courses and workshops conducted			
United Nations training of trainers course	Malaysia	Sep. 2007	English
Senior leaders induction programme course	New York	Dec. 2007	English
Senior mission leaders course	India	Jan. 2008	English
United Nations police development workshop	UNLB	Apr. 2008	English
Seminars supported			
European Union-United Nations education days course	Belgium	Nov. 2007	English
United Nations training of trainers on gender equality in peacekeeping operations	Singapore	Nov. 2007	English
European Union-United Nations Education Days Course	New York	Dec. 2007	English
Executive development programme course	New York	May 2008	English
Lectures and presentations delivered			
Lectures at United Nations military observers course	Australia	Jul. 2007	English
Lectures and support to international peacekeeping seminar	Australia	Jul. 2007	English
Peacekeeping operations measures of effectiveness seminar	United States of America	Sep. 2007	English
International association of peacekeeping training centres seminar	Sweden	Sep. 2007	English
Training of experts in rapid cooperation and assistance for conflict prevention	Spain	Nov. 2007	English
Planning and coordination meeting for United Nations police training development	UNLB	Dec. 2007	English
Police training development and police commissioners/advisers conference	UNLB	Feb. 2008	English
United Nations police development for the United Nations Assistance Mission for Iraq conference	Ghana	Feb. 2008	English

Activity	*Place*	*Start*	*Language*
Police training development	France	Apr. 2008	French
Regional peacekeeping exercises supported			
Peacekeeping north command post exercise	El Salvador	Aug. 2007	Spanish
Peacekeeping Asia regional command post and field exercise Khaan Quest 2007	Mongolia	Aug. 2007	English
Peacekeeping Europe regional command post exercise Viking 2008 planning meeting	Sweden	Oct. 2007	English
Senior mission administrative and resource training (SMART) activities conducted			
SMART coordination meeting	Italy	Jul. 2007	English
Technical field operation training and SMART development workshop	UNLB	Dec. 2007	English
Development of SMART modules	New York	Jan. 2008	English
SMART observers workshop	UNLB	Feb. 2008	English
Mission support			
30 civilian predeployment induction training courses	UNLB	2007/08	English
Department of Peacekeeping Operations/ Department of Field Support induction course	New York	Oct. 2007	English
Mission start-up training assessment visit	UNAMID	Oct. 2007	English
Darfur integrated operational team-building training session	New York	Nov. 2007	English
Mission start-up training support visit	UNAMID	Jan. 2008	English
Department of Peacekeeping Operations/ Department of Field Support induction course	New York	Mar. 2008	English
Evaluation			
Training evaluation of civilian predeployment training	UNMIL	Jul. 2007	English
Training recognition visits			
Training recognition of the United Nations military observer course	Ukraine	Jul. 2007	English

Activity	*Place*	*Start*	*Language*
Training recognition of the predeployment training course for Australian federal police	Australia	Jul. 2007	English
Training recognition of the United Nations police course	Russian Federation	Sep. 2007	English
Training recognition of the United Nations police course	Croatia	Sep. 2007	English
Sponsorship of participants in United Nations recognized courses			
United Nations military observers course	Finland	Aug. 2007	English
United Nations military observers course	Bangladesh	Aug. 2007	English
United Nations military observers course	Croatia	Sep. 2007	English
United Nations staff officers course	Germany	Sep. 2007	English
United Nations military observers course	Germany	Sep. 2007	English
United Nations military observers course	Hungary	Sep. 2007	English
United Nations police officers course	Croatia	Sep. 2007	English
United Nations military observers course	Switzerland	Oct. 2007	English
United Nations staff officers course	Sweden	Oct. 2007	English
United Nations military observers course	Germany	Oct. 2007	English
Support to Department of Peacekeeping Operations and Department of Field Support Headquarters staff			
109 substantive and technical training activities	Various	2007/08	English
Miscellaneous			
Integrated mission training centre workshop	UNLB	2008	English
Senior leaders induction programme	New York	2008	English
Coordination meeting for training policy development with police- and troop-contributing countries	New York	2008	English
Mission support activity to the United Nations Truce Supervision Organization (UNTSO)	UNTSO	2008	English
SMART workshop	UNLB	2008	English

Annex V

Proposed training requirements for 2008/09

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Training consultants*	*Official travel, training*	*Training fees, supplies and services*	*Total*
MINURCAT	72.8	596.5	61.0	730.3
MINURSO	72.0	217.8	96.3	386.1
MINUSTAH	130.6	418.9	154.9	704.4
MONUC	855.1	5 659.7	705.4	7 220.2
UNAMID	211.1	1 679.6	395.3	2 286.0
UNDOF	14.0	216.7	42.9	273.6
UNFICYP	—	120.2	48.8	169.0
UNIFIL	20.0	784.0	387.0	1 191.0
UNMEE	97.3	119.8	105.0	322.1
UNMIK	25.0	116.2	47.0	188.2
UNMIL	427.9	596.4	128.5	1 152.8
UNMIS	347.7	721.5	1 137.5	2 206.7
UNMIT	236.5	1 337.3	181.9	1 755.7
UNOCI	111.0	1 169.0	77.0	1 357.0
UNOMIG	22.6	298.0	121.4	442.0
Subtotal	**2 643.6**	**14 051.6**	**3 689.9**	**20 385.1**
UNLB	376.1	554.5	204.6	1 135.2
Support account	1 450.4	2 462.1	1 080.9	4 993.4
Total resources	**4 470.1**	**17 068.2**	**4 975.4**	**26 513.7**